

# **1<sup>st</sup> Annual Georgetown Leadership Retreat**



**Saturday January 29<sup>th</sup>, 2011**

***"Coming together is a beginning.  
Keeping together is progress.  
Working together is success. "  
~ Henry Ford***

**Official Minutes of Records – Voted on by City Council February 28, 2011**



## **Participants**

### **Mayor Everett Varney**

#### **Council Members**

David Lubsy  
Brad Penn  
Bonnie Skinner  
Connie Tackett  
Kelly McEuen  
Mark Singer  
Marvin Thompson

#### **Department Heads**

Betty Pendergrass, Finance  
Bob Casher, Human Resources(Interim)  
Chief Bryan Sageser, Fire  
Earl Smith, Planning & Zoning  
Eric Larson, City Engineer  
Chief Greg Reeves, Police  
Jim Burgess, Building Inspection  
Sheri Nicholas, Parks & Recreation  
Terry Thomas, Public Works Director  
Tracie Hoffman Chew, City Clerk  
Ginny Kladis, Mayor's Admin. Assistant

#### **Facilitators:**

Paul Combs, CEO  
Paul Combs & Associates, Inc.

Jeanne Biddle, District Technology Coordinator  
Scott County Schools

**CITY OF GEORGETOWN**  
**STRATEGIC PLANNING RETREAT**  
**January 29, 2011**

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**DISCUSSION SUMMARY**

❖ **SUCCESSES**

- City's personnel are talented and they deliver quality services.
- Departments have worked diligently to maintain quality services with limited resources.
- City/County/Community organizations have strong, positive working relationships that foster effective partnerships.
- Departments have organized asset management systems that support delivery of public services.
- Interdepartmental partnerships have minimized costs and expanded resources to implement cost-effective solutions.
- City's services enhance the community's quality of life.

❖ **OPPORTUNITIES**

- Emphasis on JOB GROWTH would mitigate impact of economic recession on financial resources that support continued program/service improvements and expansion.
- Human Resources initiatives would support personnel investments.
- Upgrades to Information Technology resources would enhance programs and efficient service delivery.
- Consideration of partnership offers from community stakeholders would optimize use of available resources and further achievement of goals.
- Existing initiatives (quality of life, departmental management tools, asset management, and partnerships) deserve resources for continuation or expansion.
- Focus on communications among stakeholders demonstrates City's commitment to accountability and transparency.

❖ **GOALS/ACTION STEPS**

- Identified 98 positive goals and/or action steps to move Georgetown forward.
- Discussed impact/needs/management/benefits of key strategies.
- Participants cast 479 votes to prioritize initiatives.

❖ **IMPLEMENTATION**

- Identify costs of critical strategies.
- Examine alternatives for revenue enhancements.
- Evaluate external resource opportunities.
- Develop specific action plans and assign responsibilities for completion.
- Address priorities/goals in FY 2012 budget allocations (and future budgets).

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- 6) EMPLOYEE RETENTION INITIATIVES (17 votes)**
  - a) HIRE HUMAN RESOURCES DIRECTOR (12 votes)**
  - b) Appoint Employee Relations Task Force to solicit input from employees
  - c) Evaluate current policies and procedures
  - d) Research alternatives to enhance wage & benefits programs
- 7) CREDIT CARD PAYMENT OPTIONS (14 votes)**
  - a) Contact banks to identify alternatives for use of credit cards
  - b) Evaluate cost-effective implementation options
  - c) Purchase equipment for departmental collection programs
  - d) Estimate costs and identify funding sources
- 8) ROADS, SIDEWALKS, STORM SEWERS, TRAFFIC (13 votes)**
  - a) Identify critical needs in each category
  - b) Integrate IT improvements for asset management (5 votes)**
  - c) Coordinate long range planning with P&Z
  - d) Develop cost estimates for key projects
  - e) Integrate long-range Capital Improvement Plan into budget process
- 9) VEHICLES AND EQUIPMENT CAPITAL IMPROVEMENTS (11 votes)**
  - a) Inventory needs at each department
  - b) Develop asset management policies
  - c) Outline timeline for acquisition/replacement
  - d) Integrate long-range Capital Improvement Plan into budget process
  - e) Identify funding sources to stabilize capital expenditure commitments
- 10) EVALUATE WATER SUPPLY OPTIONS (10 votes)**
  - a) Review supplier contracts to analyze costs & risks
  - b) Coordinate with Scott County Fiscal Court initiatives
  - c) Outline return on investment for long-term capital project
  - d) Evaluate purchase options compared to capture/storage alternatives



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Successes**

- 1) Personnel
- 2) Providing services to Georgetown based on minimal funding
- 3) Cross-training employees continues this process
- 4) Inter-local Agreements
- 5) Partner with Toyota for routes specific to Public Works
- 6) Bluegrass ADD
- 7) Asset Management program
- 8) Teamwork
- 9) Outside resources
- 10) Donated resources
- 11) Providing quality of life opportunities
- 12) Resources (people) available with the City of Georgetown
- 13) Employees are valuable
- 14) SRT- vehicles= savings
- 15) Saving the City of Georgetown money by working together
- 16) Saving tax payers money by stepping it up
- 17) Mayor always making a point to recognize employees. They are multi-talented even at low wages
- 18) Contribution beyond city expectations is valuable
- 19) Active in filing all liens
- 20) Building Inspection and PVA has great records
- 21) Improved Customer Service by P& Z



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Opportunities**

- 1) To increase funding
- 2) To increase staffing
- 3) To increase equipment
- 4) Continue cross-training and job classifications by HR
- 5) Keep morale up
- 6) Communication between the Mayor and the Judge – to improve Inter-local Agreements
- 7) Improve communication with the public about what departments are doing
- 8) City wide communication for how taxes are spent plus what City of Georgetown does with the funds
- 9) Keep and maintain great staff
- 10) Increase compensation and benefits
- 11) Raise the playing field or level it for competition
- 12) Police pay scale is 2<sup>nd</sup> to last in comparison to similar cities
- 13) Create a pay scale matrix
- 14) Recruit more minorities
- 15) Recruit and retain employees
- 16) Work done for developers and /or property owners- how to collect money
- 17) Policy and procedures issue to address collection of money
- 18) Absentee landlords
- 19) Taking down abandoned buildings to maintain property equity for neighborhoods
- 20) P&Z: Integrate database more with SC
- 21) IT is stretched to the max
- 22) Form based zoning grows businesses and jobs
- 23) Invest in technology
- 24) Create jobs- commercial growth
- 25) Lack of Customer Service because of lack of staff- i.e. P&Z
- 26) Teach customer service skills

**CITY OF GEORGETOWN  
LEADERSHIP RETREAT  
JANUARY 29, 2011  
GOALS/ACTION STEPS VOTE TALLY**

<b>Goals</b>	<b>Classification</b>	<b>Votes</b>
Retention of employees via incentives	HR	17
Better Technology for City and SC	IT	17
Ability to use credit card for city services	Revenue	14
Roads , sidewalks , Storm sewers, traffic	Infrastructure	13
Database Integration	IT	13
New permitting software	IT	13
HR Director	HR	12
Audit business( outside carriers – trash)	Revenue	12
Vehicles/Equipment	Finance	11
WATER supply for community	Quality of Life	10
Cooperation b/w all entities (city, county, etc)	Communications	9
Budgeting for outcomes	Finance	9
Landscaping highway	Infrastructure	9
Expand Parks & rec	Quality of Life	9
Public Works truck wash and salt storage	Finance	8
Concession & restroom at all parks	Quality of Life	8
Further development of business park	Economic Development	7
Merging Gov't City and County	Communications	7
Completion of a wage & benefits study	HR	7
Cross -training employees	HR	6
Resolve Landfill Issue	Infrastructure	6
Street scaping on Broadway and Main	Infrastructure	6
Expanded public parking facilities	Quality of Life	6
Revenue Enhancement	Revenue	6

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GOALS/ACTION STEPS VOTE TALLY**

<b>Goals</b>	<b>Classification</b>	<b>Votes</b>
Gov't transparency and accountability	Finance	5
Employee development training and tools	HR	5
Employee Recognition Program	HR	5
Improved Life insurance	HR	5
Infrastructure Management	Infrastructure	5
Alarm ordinance	Revenue	5
Market potential businesses for Business Park	Economic Development	4
Customer Service across all departments	Communications	4
Streaming Council Meetings	Communications	4
Sick buy – back	HR	4
GIS Software for public works	IT	4
Comprehensive Plan	Quality of Life	4
Curbside recycling	Quality of Life	4
Review of zoning ordinance Sub regs	Quality of Life	4
Implement wellness program for all city employees	HR	3
More health care options	HR	3
Update job Descriptions	HR	3
Installing "Route SMART" software for data collection of trash	IT	3
Update PUD Ordinance for mixed uses	Quality of Life	3
Youth Football Complex	Quality of Life	3
Pick up more trash of business	Revenue	3
Hire City Attorney	HR	2
Transportation / Invest in plan; Expanding infrastructure to handle growth	Infrastructure	2
Traffic calming Program	Infrastructure	2
More sustainable SMART growth	Quality of Life	2
Legacy trail Support	Quality of Life	2
City hall parking Lot	Economic Development	1
Educate / Awareness of TIF	Economic Development	1
911 center upgrade	Communications	1
Fire Station	Communications	1
Radio upgrade ( Police Dept)	Communications	1
Replacement of Ztron in 911 Center	Communications	1
Refine Purchase order system	Finance	1
Address PT employee retention & compensation	HR	1
Increase the quality of life	Quality of Life	1
Design standards for zoning	Quality of Life	1
On street parking policies	Quality of Life	1
Phase II of Pool	Quality of Life	1
Reclassifying the City	Revenue	1
Wrecker Contract	Revenue	1



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Community Calendar	Communications	
Expand programs to KRCC	Communications	
Improved communication w/ LBAR	Communications	
No re- districting – district representation	Communications	
Re-Districting	Communications	
Better assess cost of city services	Finance	
Expanded Financial reporting (public & internal)	Finance	
HR guidance	HR	
Purchase testing software for all 911 center	HR	
Reinstate holidays + coordinate with county	HR	
Regional transit	Infrastructure	
Trolley/Bus Transportation Local transit	Infrastructure	
Go GREEN	Quality of Life	
GREEN Building Code option	Quality of Life	
Marketability study for housing	Quality of Life	
Developer impact fees	Revenue	
Increase communication of savings through city services (trash) to businesses	Revenue	
Increase of parking fines	Revenue	
Online police reports w/fees	Revenue	
Part Time employees	Revenue	
Renew Insurance Premium Tax	Revenue	
Restaurant tax	Revenue	
Review OLF rates	Revenue	
Review user fees	Revenue	
Storm water Utility	Revenue	
Surplus property sales	Revenue	
Wrecker rotation (fee user)	Revenue	

**CITY OF GEORGETOWN  
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GOALS/ACTION STEPS BY CATEGORY**

<b>Goals</b>	<b>Classification</b>	<b>Votes</b>
<b>Job Development</b>	<b>Economic Development</b>	<b>32</b>
<b>One stop shop for builder/ developer</b>	<b>Economic Development</b>	<b>19</b>
Further development of business park	Economic Development	7
Market potential businesses for Business Park	Economic Development	4
City hall parking Lot	Economic Development	1
Educate / Awareness of TIF	Economic Development	1
<b>Better Technology for City and SC</b>	<b>IT</b>	<b>17</b>
<b>Upgrade telephone and internet (voice/Video)</b>	<b>IT</b>	<b>23</b>
<b>Website redevelopment</b>	<b>IT</b>	<b>19</b>
<b>Database Integration</b>	<b>IT</b>	<b>13</b>
New permitting software	IT	13
GIS Software for public works	IT	4
Installing "Route SMART" software for data collection of trash	IT	3
<b>Retention of employees via incentives</b>	<b>HR</b>	<b>17</b>
Completion of a wage & benefits study	HR	7
Cross -training employees	HR	6
Employee development training and tools	HR	5
Employee Recognition Program	HR	5
Improved Life insurance	HR	5
Sick buy – back	HR	4
Implement wellness program for all city employees	HR	3
More health care options	HR	3
Update job Descriptions	HR	3
Hire City Attorney	HR	2
Address PT employee retention & compensation	HR	1
Purchase testing software for all 911 center	HR	
Reinstate holidays + coordinate with county	HR	
HR guidance	HR	
<b>HR Director</b>	<b>HR</b>	<b>12</b>
Cooperation b/w all entities (city, county, etc)	Communications	9
Merging Gov't City and County	Communications	7
Community Calendar	Communications	
Expand programs to KRCC	Communications	
Improved communication w/ LBAR	Communications	
No re- districting – district representation	Communications	
Re-Districting	Communications	
Budgeting for outcomes	Finance	9
Revenue Enhancement	Revenue	6

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<b>Goals</b>	<b>Classification</b>	<b>Votes</b>
<b>Ability to use credit card for city services</b>	<b>Revenue</b>	<b>14</b>
Audit business( outside carriers – trash)	Revenue	12
Alarm ordinance	Revenue	5
Pick up more trash of business	Revenue	3
Reclassifying the City	Revenue	1
Wrecker Contract	Revenue	1
Developer impact fees	Revenue	
Increase communication of savings through city services (trash) to businesses	Revenue	
Increase of parking fines	Revenue	
Online police reports w/fees	Revenue	
Part Time employees	Revenue	
Renew Insurance Premium Tax	Revenue	
Restaurant tax	Revenue	
Review OLF rates	Revenue	
Review user fees	Revenue	
Storm water Utility	Revenue	
Surplus property sales	Revenue	
Wrecker rotation (fee user)	Revenue	
Customer Service across all departments	Communications	4
<b>Police department Building</b>	<b>Communications</b>	<b>25</b>
Streaming Council Meetings	Communications	4
911 center upgrade	Communications	1
Fire Station	Communications	1
Radio upgrade ( Police Dept)	Communications	1
Replacement of Ztron in 911 Center	Communications	1
Gov't transparency and accountability	Finance	5
Expanded Financial reporting (public & internal)	Finance	
Resolve Landfill Issue	Infrastructure	6
Infrastructure Management	Infrastructure	5
<b>Roads , sidewalks , Storm sewers, traffic</b>	<b>Infrastructure</b>	<b>13</b>
Landscaping highway	Infrastructure	9
Street scaping on Broadway and Main	Infrastructure	6
Traffic calming Program	Infrastructure	2
Regional transit	Infrastructure	
Trolley/Bus Transportation Local transit	Infrastructure	

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GOALS/ACTION STEPS BY CATEGORY**

<b>Goals</b>	<b>Classification</b>	<b>Votes</b>
Transportation / Invest in plan; Expanding infrastructure to handle growth	Infrastructure	2
More sustainable SMART growth	Quality of Life	2
WATER supply for community	Quality of Life	10
Comprehensive Plan	Quality of Life	4
Curbside recycling	Quality of Life	4
Review of zoning ordinance Sub regs	Quality of Life	4
Update PUD Ordinance for mixed uses	Quality of Life	3
Youth Football Complex	Quality of Life	3
Legacy trail Support	Quality of Life	2
Design standards for zoning	Quality of Life	1
On street parking policies	Quality of Life	1
Phase II of Pool	Quality of Life	1
GREEN Building Code option	Quality of Life	
Marketability study for housing	Quality of Life	
Increase the quality of life	Quality of Life	1
<b>Capital Improvement plan for public safety</b>	<b>Quality of Life</b>	<b>19</b>
Expand Parks & rec	Quality of Life	9
Concession & restroom at all parks	Quality of Life	8
Expanded public parking facilities	Quality of Life	6
Go GREEN	Quality of Life	
Better assess cost of city services	Finance	
Vehicles/Equipment	Finance	11
<b>Public Works truck wash and salt storage</b>	<b>Finance</b>	<b>8</b>
Refine Purchase order system	Finance	1



# GEORGETOWN

A KENTUCKY TREASURE

**“All men seek one goal: success or happiness. The only way to achieve true success is to express yourself completely in service to society. First, have a definite, clear, practical ideal--a goal, an objective. Second, have the necessary means to achieve your ends--wisdom, money, material and methods. Third, adjust all your means to that end.”-Aristotle**